

## Strategies to Improve Village Progress and Independence Status Village Development Index Based on Swot Analysis Method in Waimi Village, Alor Regency

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**Abstract.** *This study aims to identify the challenges and potentials of the village in improving its development status based on the Village Development Index (Index Desa Pembangunan/IDM) in Waimi Village, Alor Regency, as well as to formulate appropriate strategies to enhance IDM performance for advancing the development status of Waimi Village. By applying the strategic management theory approach and SWOT analysis method, this research seeks to conduct a comprehensive evaluation of the factors influencing IDM performance achievements, and how to formulate village development planning, implementation, and evaluation based on IDM, in order to elevate the progress status of Waimi Village. The study employs a qualitative research methodology using field observation techniques, interviews with stakeholders, and secondary data analysis. The informants in this research consist of two main groups: the internal elements of the village (Village Head, Village Apparatus, Village Consultative Body, and Community Institutions) and external elements (Subdistrict Government, District PMD Office, and Village Facilitators). The results of the study indicate that, based on the SWOT diagram analysis, Waimi Village is positioned in the “grow and build” segment. However, according to the SWOT quadrant matrix, Sultan Agung Islamic Hospital is located in quadrant IV with a defensive strategy. Based on the SWOT matrix analysis, there are 12 (twelve) direct strategies that can be applied by Waimi Village, which directly affect the IDM score, and 4 (four) supporting strategies that indirectly influence the IDM performance of Waimi Village.*

**Keywords:** *Strategic Management; SWOT Analysis; Village Development.*

### 1. Introduction

Change is inevitable. Nothing remains unchanged, except change itself. This quote seems to represent all aspects of life, which continue to grow with the times. This also applies to

village development governance in Indonesia. The village development governance system continues to adapt to the growing needs and interests of the community. This adaptation to change is then realized through changes in policies and regulations that will serve as regulators and guidelines for village government organizations in carrying out public service activities. The end of 2014 marked a new era for villages in Indonesia. Law Number 6 of 2014 concerning Villages (hereinafter referred to as the Village Law) marked a new beginning for villages, recognizing and strengthening village authority. Villages were given sufficient space to regulate and manage government and development, especially effective and efficient development services that could be implemented by villages at the local level on a village scale. To implement this (authority assigned by the Government) (Law Number 6 of 2014 concerning Villages, 2014), a significant budget was disbursed by the Government.

Based on data released by the Ministry of Finance (Ministry of Finance, 2023), it can be seen that the trend of increasing village funds every year from 2015 to 2024.

#### Amount of Village Fund Allocation Sourced from the 2015 – 2024 State Budget

No	Fiscal year	Amount of Village Funds	Number of Recipient	Average Allocation Per Village
		(Trillion Rp)	Villages	(Million Rp/Village)
1	2015	20.7	74,093	280.3
2	2016	46.98	74,754	643.6
3	2017	60	74,954	800.4
4	2018	60	74,958	800.4
5	2019	70	74,953	939.9
6	2020	71.1	74,954	949.78
7	2021	72	74,961	960.5
8	2022	68	74,960	907.13
9	2023	70	74,954	933.9
10	2024	71		

Source: Processed data from the Ministry of Villages

Village Fund allocations, sourced from the State Budget (APBN), are one of several sources of village revenue used to finance programs and activities within their respective authorities. This presents both an opportunity and a challenge for villages, as this is the first time in the history of the Republic of Indonesia that, through the Village Law, villages have been entrusted with substantial budgets to regulate and manage public services at the village level.

Moreover, with the emphasis on self-managed implementation methods, prioritizing village community participation in every stage of village development (Government Regulation No. 43 of 2014 concerning the Implementing Regulations of Law No. 6 of 2014 concerning Villages, 2014). If not careful in its implementation, it is not impossible that villages will fail to carry out the ideals of the Village Law and instead have the potential to fall into problems and even have to deal with law enforcement officials.

The Village Law not only grants authority without direction, but also requires villages to achieve local-level public service performance targets, determined in accordance with the

formulated direction of village development policy. The goal of village development is to improve the welfare of village communities, improve the quality of life, and alleviate poverty (Article 78 of the Village Law). Therefore, village development policy actions must be dedicated to achieving these goals.

Achieving the welfare of village communities is no easy feat. In the context of the Village Law, a roadmap for achieving this is outlined, as outlined in the Village Law's foundations, which stipulate that the purpose of the Village Law is to protect and empower villages to become strong, advanced, independent, and democratic, thereby creating a solid foundation for governance and development toward a just, prosperous, and prosperous society (considerations of the Village Law).

Village progress and independence are the path or foundation for realizing community well-being. Therefore, serious efforts to ensure that villages continue to move toward progress and independence need to be monitored and ensured for their sustainability. Village progress status is an important concept that must be formulated properly, measured, and evaluated periodically. Because village progress status is the path to community well-being.

This systematic and rationale was then followed up by the government with the issuance of Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration Number 2 of 2016 concerning the Village Development Index (IDM). The IDM is the official instrument used to measure the progress of villages. Therefore, efforts to make villages advanced and independent are a roadmap for village development that must be continuously followed, measured, and evaluated periodically to achieve the welfare of village communities.

The implementation of IDM data collection is a mandatory stage carried out as one of the basis for the planning, implementation, and monitoring and evaluation of village development. In Regulation of the Minister of Villages 2 of 2016 concerning IDM, it is stated that the purpose of compiling IDM is (Article 2), in addition to determining the status of village progress and independence, the purpose of IDM is also to provide basic data and information for village development.

The status of village progress based on the IDM will map villages into five (5) village categories, starting from the lowest; Very Underdeveloped Village; Underdeveloped Village; Developing Village; Advanced Village; Independent Village. Independent Village is the peak target of village development work (Regulation of the Minister of Villages, Development of Underdeveloped Regions, and Transmigration No. 2 of 2016, 2016). Therefore, the knowledge of the village and parties related to village development work becomes a basic commitment to formulate appropriate policy steps for the performance of increasing the status of village progress.

Since the measurement of the status of village progress based on the IDM in 2016 until 2024, the status of village progress has varied greatly. For more details, see table 1.2 (Decree of the Director General of Village Development and Empowerment No. 303 of 2020 concerning the Third Amendment to the Decree of the Director General of Village

Development and Empowerment No. 30 of 2016 concerning the Status of Progress and Independence D, 2020), (Decree of the Director General of Village and Rural Development No. 398.4.1 of 2021 concerning the Fourth Amendment to the Decree of the Director General of Village Development and Empowerment Number 30 of 2016 concerning the Status of Village Progress and Independence, 2021), (Decree of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration No. 80 of 2022 concerning the Status of Village Progress and Independence in 2022, 2022), (Decree of the Minister of Villages, PDT, And Transmigration Number 174 of 2023 concerning the Status of Village Progress and Independence 2023, 2023), (Decree of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration No. 400 of 2024 concerning the Status of Village Progress and Independence 2024, 2024).

In 2021, the village progress status did not change significantly from the previous year. Only Luba Village, which was originally a developing village along with Tulleng Village, changed its status to a disadvantaged village. Therefore, the village progress status from 2021 to 2023 remained unchanged. One developed village (Lembur Timur), one developing village (Tulleng Village), and the remaining four villages were disadvantaged.

After three years of no change, in 2024 the progress status of villages in Lembur District underwent a slight change. The status of Advanced Villages increased to two. Tulleng Village, which was previously a Developing Village, was upgraded to Advanced Village. Likewise, the number of Underdeveloped Villages, which originally had four, was reduced to two. Luba Village and Talwai Village were upgraded to Developing Villages.

From the dynamics of the progress status of Villages in Lembur District from 2020 to 2024, it can be seen that there are three (3) Villages whose progress status has not changed (Lembur Timur Village, Tasi Village, and Waimi Village). It can also be seen that it took three (3) years for the other three (3) Villages to raise their Village status by one (1) level up (Tulleng Village, Luba Village, Talwai Village).

The phenomenon of stagnant village development status for the three villages mentioned above is interesting to examine further. What is the reason behind these villages' lack of progress status change? Have development programs supported by Village Funds sourced from the State Budget (APBN) over the past five years had little impact on village development status? Or are there other factors, both internal and external, that have prevented these villages from experiencing, or at a slower rate, an increase in their progress status?

Referring to the direction of village development policies issued by the government so far, the Village Fund should have significant potential as an instrument to accelerate the improvement of village progress. Tambunan, when conducting research on the impact of the Village Fund on the Human Development Index (HDI) in Sibolangit District, Deli Serdang Regency, North Sumatra Province, found that the Village Fund significantly influenced the Village Development Index (DDI) (Tambunan et al., 2020).

Research conducted in East Nusa Tenggara by Affandi and Artika also found that Village

Fund absorption and disbursement rates began to significantly impact the Human Development Index (HDI) after two and three years of disbursement. This suggests that the impact of Village Fund-funded development programs and activities on village development only began to be felt after two years (Artika, 2023).

There is also research conducted in Gowa Regency (Iftitah & Wibowo, 2022) on the effect of village funds on the Human Development Index (IDM). The results indicate that the use of village funds for capital expenditures of Village-Owned Enterprises (BUMDes) significantly and positively influences the IDM value in Gowa Regency.

Therefore, it can be concluded that the Village Fund is very potential as an instrument to improve the performance of IDM for the progress and welfare of the village community. As an illustration, the amount of the Village Fund in Lembur District from 2020 to 2025 can be seen in the table below (Regulation of the Minister of Finance No. 190 / PMK.07 / 2021 concerning Village Fund Management, 2021), (Regulation of the Minister of Finance of the Republic of Indonesia Number 201 / PMK.07 / 2022 concerning Village Fund Management, 2022), (Regulation of the Minister of Finance Number 146 of 2023 concerning the Allocation of Village Funds for Each Village, Distribution, and Use of Village Funds for the 2024 Fiscal Year, 2023).

#### Village Fund Allocation Sourced from the State Budget

No	Fiscal year	Amount of Village Funds for East Lembur District					
		Luba	East Overtime	Tulleng	Tasi	Waimi	Talwai
1	2022	957,519,000	990,280,000	796,771,000	825,034,000	933,178,000	972,021,000
2	2023	833,284,000	923,136,000	713,850,000	638,534,000	665,013,000	874,790,000
3	2024	828,883,000	872,843,000	720,359,000	739,013,000	670,794,000	869,645,000

Source: Ministry of Finance processed

Certainly, several variables are required and must be possessed by villages, which function as support and will influence the achievement of the IDM performance. The utilization of Village Funds, in particular, is a crucial instrument. The phenomenon of village progress status in Lembur District, particularly related to the achievement of IDM performance in Waimi Village, indicates that there are still obstacles, particularly in the planning and implementation of program activities that impact IDM performance.

On the other hand, the diverse conditions and existence of villages, both in terms of population, human resource quality, topography, and openness of access, will also undoubtedly influence the acceleration of village performance in achieving the IDM. Therefore, the extent to which these conditions influence IDM performance is a separate issue.

The factors contributing to the problematic situation above require more thorough and in-depth research and analysis. This is what makes this research interesting. It aims to identify the causes of the problematic situation of IDM's still-low performance and simultaneously develop a structured, systematic, and comprehensive strategy for improving IDM's performance in the coming years.

Based on all of this, it is deemed necessary to conduct in-depth research on the appropriate strategy to improve the performance of the IDM in Waimi Village, Alor Regency.

## 2. Research Methods

The research used is a qualitative research type with case study techniques. According to Mulyana (2008), qualitative research is research that uses scientific methods to reveal a phenomenon by describing data and facts through words comprehensively to the research subject (Fiantika, 2022). According to Moleong (2013), qualitative research is intended to understand phenomena about what is experienced by research subjects, for example actors, perceptions, motivations, actions and others holistically and descriptively in the form of words and language in a specific natural context and by utilizing various scientific methods (Fiantika, 2022).

## 3. Results and Discussion

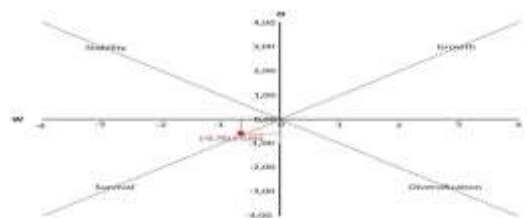
### 3.1. SWOT Diagram Analysis

Based on the IFAS and EFAS values, a SWOT diagram will be drawn. This SWOT diagram will show the position and condition of Waimi Village in relation to the existing IDM performance based on the IFAS and EFAS values.

To draw a SWOT diagram, you need to pay attention to the position of the Cartesian coordinate line which is the intersection point between the X axis and the Y axis. The X axis is the result of calculating internal factors and the Y axis is the external factors.

Based on the table above, the IFAS score is (-0.76) and the EFAS score is (-0.65). These two scores will then be entered into the SWOT diagram.

SWOT Analysis Diagram of the Performance of 29 IDM Indicators in Waimi Village



After being entered into the SWOT diagram, the X and Y coordinates are read as negative. Negative for the X axis and negative for the Y axis. From these coordinates, Waimi Village is located in quadrant IV. This means that:

1. Facing the issue of IDM's performance achievements which have so far been low, Des

Waimi has a weak bargaining position and faces major threats or challenges.

2. Waimi Village is recommended to implement a survival/defensive strategy. This is because the village faces a dilemma in the face of low IDM performance and faces numerous internal issues and weaknesses.

3. Waimi Village is expected to implement a defensive strategy to control internal performance to prevent further deterioration in the IDM performance. This strategy will be maintained continuously, and Waimi Village will make internal improvements to mitigate the negative impacts that have resulted in low IDM performance.

The coordinates, which represent Waimi Village's position in relation to its low IDM performance over the past five years, are understandable. This is highly relevant to the existing data. The numerous weaknesses and threats that have prevented Waimi Village from improving its IDM performance have resulted in the village's progress remaining unchanged over the past five years.

### 3.2. SWOT Matrix Analysis

An evaluation of the Waimi Village IDM performance has been conducted, including IFAS and EFAS analyses, as well as a SWOT diagram. Both analyses provide a fairly comprehensive picture of the current state and challenging situation of Dewa Waimi. Furthermore, based on the available information, it is necessary to formulate strategies to address the village's development performance issues.

As previously stated, Rangkuty (1997) describes the SWOT matrix as a tool that combines internal factors (strengths-weaknesses) with external factors (opportunities-threats) as an adjustment effort to facilitate organizations in formulating various potential alternative strategies. At the very least, this matrix helps develop four types of strategies:

1. SO (strength-opportunities)
2. WO (weaknesses-opportunities)
3. ST (strength-threats)
4. WT.(weaknesses-threats)

### 3.3. STRATEGY FORMULATION

The strategy formulation consists of policy options that can be taken and are beneficial for the village in the context of improving future IDM achievements. These alternative policy options are a development of previous analyses, specifically a follow-up to the four strategies resulting from the SWOT Matrix, as shown in Table.

Based on the study of the four alternative strategies as mentioned in table 5.6, there are several things that need to be considered:

1. Of the various alternative strategies that village organizations or village governments can adopt, it's important to consider the existing authority. Some are local, village-level authorities. Based on this authority, the village can directly implement the strategy. Others fall under supra-village authority. In these situations, the village can coordinate with

relevant regional government agencies or agencies for implementation.

2. When the above strategies are implemented, some have a direct effect on the IDM value weight, some have an indirect effect. impact on the value weight but is only a supporting strategy.

3. In terms of time and ease of implementation, there are strategies that have a short-term and immediate impact on the weight of the IDM value and are easy to implement, but there are also strategies that require a long time, are not easy to implement, and take a relatively long time to create a condition that has an impact on the weight of the IDM value.

Considering that strategic formulation is an important thing to do to address the problem of low IDM performance in Waimi Village, the three things above will be detailed considerations in formulating short and medium term strategic planning, as well as its impact on the performance of IDM and the development of the progress and independence of the status of Waimi Village

### **3.4. Strategy Towards Developing Village Status**

To raise Waimi Village's status of progress and independence from "underdeveloped" to "developing," several possible policy strategies are available. One relatively easy strategy for Waimi Village to implement is a policy that directly impacts the IDM score. This is a practical, short-term strategy.

1. WO-3 Strategy (Coordination and consolidation related to integrated services between Pustu, Poskesdesa, and Polindes (W-5; O-1,5,7,9)). This policy is related to the local authority of the Village, a short-term policy that can be planned for implementation, and is a relatively easy policy for Waimi Village to implement to address the problem of the still long access of Village residents to Poskesdes, Polindes and Posyandu. Considering the position of Pustu which is in the Village. The implementation of this policy can directly change the weight of indicator point no. 3 (table 5.1). which was originally a weight of "1" can immediately change to "5".

2. WO-9 Strategy (Conducting village disaster response consolidation and planning, regarding potential disasters in the Village (W-1,13; O-4,5,6,7,9)). This policy is the local authority of the Village. In the short term, it can be planned for implementation, and is This is a relatively easy policy for Waimi Village to implement to address the above issues. Implementing this policy can directly change the score of indicator 29 (Table 5.1). The score, originally "0," can immediately change to "3" if the village government programs the design of evacuation routes, or to "5" if a safety equipment procurement and disaster early warning program are added.

To consolidate this strategy, supporting policies are needed. These include:

1. SO-1 Strategy (Strengthening Village planning documents (RPJMDes and RKPDes) based on IDM performance in accordance with the Ministry of Villages policy (S- 1,2,3; O-6,7,8)). This policy is related to the local authority of the Village. The policy is medium and short term in nature. The implementation of this policy strategy is to encourage the Village Government, and especially the RPJMDes and RKPDes formulation team to scrutinize the

IDM document as one of the bases for Village planning. This is intended so that the IDM-based program policy strategy is formulated in the legal document of Village planning.

2. SO-2 Strategy (The focus of Village Fund use is directed towards fulfilling priority programs and activities based on IDM (S-3,4; O-9)). This policy relates to local village authority and is a short-term policy. The implementation of this policy strategy is to encourage village governments to budget for the use of village funds to fulfill IDM-based programs in the village budget structure.

3. SO-6 Strategy (Encouraging the role of existing institutions in the Village, both BPD and LKD to play an active role in planning and evaluating Village development based on IDM (S-1,2,3,4,7; O-6)). This policy is related to the local authority of the Village, a long-term policy. The implementation of this policy strategy is to encourage every institution in the Village to jointly understand the scope of IDM, and participate in overseeing its implementation in every stage of Village development. Especially in the musdes forum as a representative forum for Village residents and is the highest forum for strategic decision-making at the Village level.

### 3.5. Strategy Towards Advanced Village Status

Based on the simulation of progress towards a developing village above, Waimi Village's Human Development Index (HDI) score is essentially above the threshold for a developing village. This means that by implementing one or two programs that directly impact the IDM score, Waimi Village can certainly move towards becoming an Advanced Village. This is still based on the idea of finding a strategy that is relatively easy for Waimi Village to implement and that directly impacts the IDM score. This strategy is a practical, short-term strategy.

WO-3 Strategy (Coordination and consolidation related to integrated services between Pustu, Poskesdesa, and Polindes (W5; O1, 5, 7, 9)). This policy is related to the local authority of the Village, a short-term policy that can be planned for implementation, and is a relatively easy policy for Waimi Village to implement to address the problem of the still long access of Village residents to Poskesdes, Polindes and Posyandu. Considering the position of Pustu which is in the Village. The implementation of this policy can directly change the weight of indicator point no. 3 (table 5.1). which was originally a weight of "1" can immediately change to "5".

With an IDM score of 0.712, it has surpassed the upper threshold of 0.7072 for the Developing Village category. Thus, this policy strategy has successfully elevated Waimi Village's status from underdeveloped, or developing (according to the simulation results) to an Advanced Village.

To consolidate this strategy, supporting policies are needed. These include:

1. SO-1 Strategy (Strengthening Village planning documents (RPJMDes and RKPDes) based on IDM performance in accordance with the Ministry of Villages policy (S- 1,2,3; O-6,7,8)). This policy is related to the local authority of the Village. The policy is medium and short term in nature. The implementation of this policy strategy is to encourage the Village Government, and especially the RPJMDes and RKPDes formulation team to scrutinize the

IDM document as one of the bases for Village planning. This is intended so that the IDM-based program policy strategy is formulated in the legal document of Village planning.

2. SO-2 Strategy (Focus on Village Fund usage is directed towards fulfilling priority programs and activities based on IDM (S-3,4;O-9)). This policy is related to local village authority, a short-term policy. The implementation of this policy strategy is to encourage village governments to budget the use of village funds focused on fulfilling IDM-based programs within the Village Budget (APBDes).

3. SO-6 Strategy (Encouraging the role of existing institutions in the Village, both BPD and LKD to play an active role in planning and evaluating Village development based on IDM (S-1,2,3,4,7; O-6)). This policy is related to the local authority of the Village, a long-term policy. The implementation of this policy strategy is to encourage every institution in the Village to jointly understand the scope of IDM, and participate in overseeing its implementation in every stage of Village development. Especially in the musdes forum as a representative forum for Village residents and is the highest forum for strategic decision-making at the Village level.

### **3.6. Strategy Towards Independent Village Status**

Raising Waimi Village's status to an Independent Village requires a more comprehensive combination of strategies. It requires serious and consistent oversight of the development stages. Furthermore, all elements of Waimi Village must be aligned with a shared understanding of the IDM (Independent Development Goals) development. It's not an easy task, but it's not impossible either.

Based on the simulation of developing villages above, there are several things to consider when developing a strategy for achieving independence. The IKL aspect has reached its maximum score of "1." Further attention is needed to determine the IKS score of "0.703" (an indicator score of "123" out of a total). maximum score "175"), and IKE score "0.433" (indicator score value "26" from a total maximum score of "60").

The IKE score is still very low, below 0.5. Efforts are needed to raise the IKE score to 0.6. With a small increase in the IKS aspect, the hope of achieving peak village progress and independence can be realized. Therefore, a combination of strategies to address development issues in the IKS and IKE aspects is necessary.

Another important consideration concerns the authority for development management. To facilitate the consolidation of planning and policy implementation, strategies that directly impact local village authority are prioritized. If these are insufficient, supra-village authority becomes a second option, which must be preceded by a study and assessment to determine whether the policy is feasible.

The following are alternative strategies towards Independent Villages, and are strategies that have a direct impact on increasing the IDM score, including:

1. Strategy WO-4 (Coordinating the addition of BPJS Health services for village residents (W-6; O-6, 7, 8, 9)). This policy falls under the authority of the village or other agencies, in this case BPJS Health, but the village government can propose it. Considering the existing

opportunities, the village government's proposal to increase BPJS Health membership (subsidy for the poor) is relatively easy.

2. Strategy WO-5 (Conducting planning for the development of reading parks/village libraries using Village Funds and developing various courses in the Village (W-1,7,8; O-4,5,6,7,9)). This policy is the local authority of the Village and is relatively easy to implement. When this policy is implemented, it not only answers the W-7 issue, regarding reading parks, but can also answer the W-8 issue with the strategy. The reading parks and village libraries can also be used for various course center activities at the village level.

3. Strategy WO-6 (Conducting planning for the development of village sports facilities using Village Funds, as well as coaching existing sports groups in the village (W-1, 9, 10; O-3, 4, 5, 6, 7, 9)). This policy is under the local authority of the village and is relatively easy.

When this policy is implemented, it can immediately address issues W-9 and W10.

4. Strategy WO-7 (Planning the installation of internet facilities in village offices, this policy is in line with the Ministry of Villages' policy on focusing on the use of village funds to accelerate digital villages (W-1,11; O-5,6,7,9)). This policy is the local authority of the village and is relatively easy to implement, especially since it aligns with the Ministry of Villages' priority policies. When implemented, this policy can immediately address the W-11 issue.

5. WO-8 Strategy (Conducting Village Security Post development planning using Village Funds (ADD) and community self-help (W-1,12; O-4,5,6,7,9)). This policy is the local authority of the Village and is relatively difficult to implement because it is highly dependent on community self-help and the use of ADD. ADD is a budget item sourced from the district allocation to the Village, approximately 60% of which has been determined for use, 40% shared between village government operations and village institutions. The amount of ADD per Village is not as large as DD (source: APBN). Therefore, in its implementation it requires a little wisdom to combine a few ADD posts and community self-help. When this policy is implemented directly, it can address the W-12 problem.

6. ST-1 Strategy (coordinating with the local government regarding the placement of doctors in the village, as well as the addition of medical staff, midwives and Nurses to be placed at Community Health Centers (S-2, 3, 5; T-1). This falls under the authority of the village government. The village government is limited to proposing the need to the relevant Regional Apparatus Organization (OPD). Furthermore, the assessment and placement of medical personnel falls entirely under the authority of the Regent. Of course, with good coordination and communication with the relevant OPDs, this policy can undoubtedly be realized. When implemented, this policy can immediately address the T-2 issue. Addressing the T-1 issue, however, may take a long time.

7. ST-4 Strategy (The Village Government proposes the installation of meters for households in need through the District planning mechanism (DU), coordination with related OPDs, and Village planning (S-1,2,3,4,5,7; T-7)). This strategy can be a combination of Village authority and proposals to the supra-Village. These two spaces are open to collaboration in order to accelerate the resolution of problems in T-7. Village funds can be used to answer this activity

and/or propose additional funds to complete the target, considering that according to the data, there are still 42 households that do not have electricity. For programs to be implemented by the Village, internal consolidation is needed. For proposals to related OPDs, of course, good advocacy, coordination and cooperation with related OPDs are needed. When this policy is implemented, it can immediately address the T-7 problem.

8. ST-6 Strategy (The Village Government, BPD, LKD agree in the Village Deliberation forum to develop a Village economic policy package that can stimulate the growth of micro and small industries in the Village (S- 1,2,3,4,5,7,8; T-9,10,11,12)). This strategy can be implemented based on Village authority. Village Funds can be used to answer this activity. In fact, the development and expansion of the Village economy are prioritized over the focus of the use of Village Funds every year. What is then needed is internal consolidation of Waimi Village. Synergy between village institutions and community economic groups. When this policy is implemented directly, it can address the problems of T-9 and T-10.

9. Strategy ST-7 (Opening a business unit in a Village-Owned Enterprise (Bumdes) or Cooperative related to logistics services in the Village (S-2,3,4,8; T-13)). This strategy can be implemented based on Village authority. The Village Government can empower Bumdes or Village Cooperatives, opening a business unit in this service sector. Thus, the community's expedition needs can be served. Village Funds can be used to empower Bumdes and are basically aligned with the priorities for the focus of Village Fund use each year. Empowering Bumdes is not an easy policy, therefore it requires a complete package of supporting policy strategies. Synergy is needed between village institutions and economic groups community. When this policy is implemented, it can directly address the T-13 problem.

10. Strategy ST-9 (The Village Government coordinates partnerships with public transportation operators to establish fixed routes passing through Waimi Village (S1, 2, 3, 4, 5, 7; T16)). This strategy can be implemented based on Village authority. The Village Government can collaborate with transportation operators currently operating in the Waimi Village area to build cooperation related to fixed routes. This policy is a practical, short-term policy, while preparing the Village's local potential as a long-term and sustainable policy strategy. When this policy is implemented, it can immediately address the T-16 issue.

### **3.7. Village Development Evaluation**

Village development evaluation is also a crucial part of the village development process. Normatively, village development evaluation is regulated by numerous village development regulations. In general, evaluations can be conducted on village planning, budgeting, and development implementation.

In the context of village development governance, evaluations are conducted in stages. These include evaluations at the village, sub-district, district, provincial, and ministry levels.

At the ministerial level, there are at least two "main" ministries as leading sectors, and one "supporting" ministry. The Ministry of Villages handles village development and empowerment, the Ministry of Home Affairs handles governance and community development, and the Ministry of Finance handles village fund management.

In the context of this research, the intended evaluation focuses more on the internal role of the village, village institutions, and community elements in overseeing village development so that it proceeds as expected. There are at least three evaluation schemes that can be implemented by the village: first, an internal evaluation by the village government; second, an evaluation by the Village Consultative Body (BPD) as a partner of the village government; and third, an evaluation conducted by representatives of the village community within the village deliberation forum.

Internal evaluations of the Village Government are coordinated by the Village Head in working meetings and conducted as needed. The results of the Village Head's audits, monitoring, and supervision form the basis for the evaluation meetings. This internal evaluation mechanism is often overlooked, but it is a mandatory step and plays a crucial role in the context of good village development governance.

The second evaluation is carried out by the BPD as a partner of the Village Government in administering village governance. The BPD is an institution that carries out three important functions, namely the legislative function, the supervisory function, and the aspirational function (Minister of Home Affairs Regulation No. 110 concerning the Village Consultative Body, 2016). These three functions of the BPD are three parts that are essentially interrelated.

Oversight is the function most closely linked to village development evaluation work. The Village Consultative Body (BPD) has the right to express its opinion regarding development work undertaken by the village government. However, in the context of Waimi Village, a hearing between the BPD's divisions and the village government, as a manifestation of the BPD's oversight function, has never been conducted.

Considering the importance of external evaluation conducted by the BPD on the Village Government in order to oversee existing programs and activities, increasing the capacity of the BPD in understanding its functions and roles is an important part in the context of improving or revitalizing the BPD's functions in the future.

The third relates to the evaluation by all elements of the village community in the Village Deliberation (Musdes) forum. The Musdes forum is a strategic decision-making forum in village development governance (Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration No. 16 of 2019 concerning Village Deliberations, 2019). In the village development governance system, the Musdes is an institution.

The highest decision-making authority, both in terms of village planning and accountability for activity implementation. Article 74 of the Minister of Villages Regulation on Village Development Guidelines requires the Village Head to submit accountability for the implementation of village development activities in the Village Deliberation forum.

Because the village deliberation forum represents all institutions, groups, and elements of the village community in general, this forum is a very effective forum for all elements of society, especially the RT/RW/Hamlet, to monitor, evaluate, and convey aspirations for village progress and independence. Therefore, the capacity or literacy of institutions and

community elements regarding IDM-based village development needs to be improved. Only in this way can the evaluations that occur in the village deliberation forum run on the right track.

#### 4. Conclusion

Studies conducted on the progress and independence status of Waimi Village based on the Human Development Index (IDM) using a SWOT analysis approach have yielded several policy strategies that will elevate Waimi Village to the status of Developing, Advanced, and Independent Village. These strategies include direct and supporting strategies. Direct strategies are policies directly related to the IDM indicators and their weighting, while supporting strategies are policies that are not directly related to the indicators or the weighting of the IDM values, but are intended to support the achievement of the IDM indicators. These two strategic models are interrelated, or tied to one another.

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